



WUSM Pediatrics Leadership Development Series

Effective Communication

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A Smart
Place to
Work

Welcome

➤ *Introductions*

- *Tell us who you are and what your job is?*
- *Write on a Post-it[®] note what you would like to get from the two workshops on Communication and place it on the flipchart*

➤ *Ground rules*

- *Relax*
- *Participate*
- *Experiment*

Effective Communication

- *Think of someone you know personally that you consider to be a **very effective communicator***
- *Write down three to four attributes of his/her communication style that you admire*
- *Discuss them in your small groups and come up with a composite list of attributes*
- *Report out to the large group*

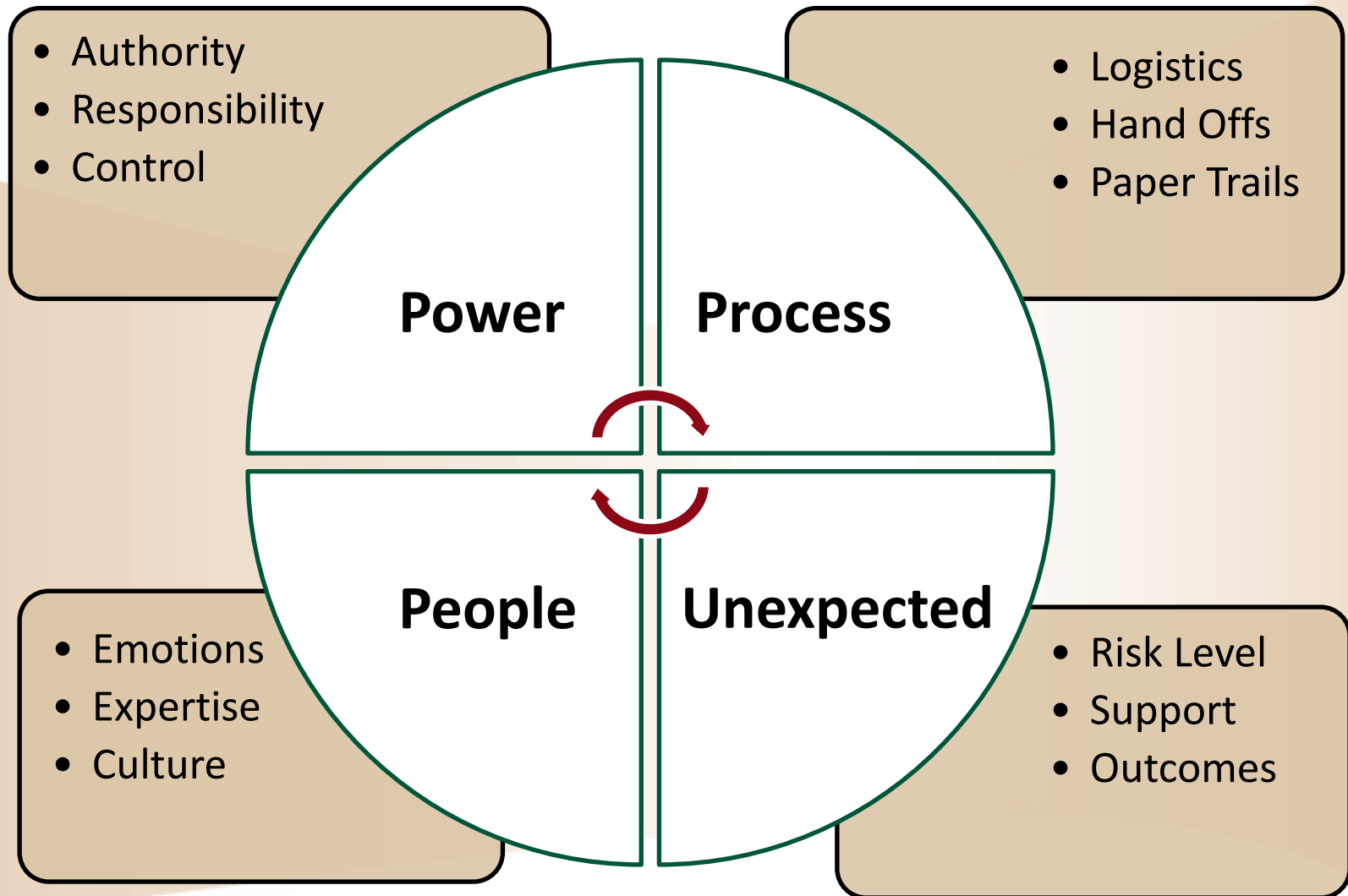
Effective Communication

- *Think of someone you know personally that you consider to be an **ineffective communicator***
- *Write down three to four attributes of his/her communication style that are of concern*
- *Discuss them in your small groups and come up with a composite list of attributes*
- *Report out to the large group*

Factors That Can Aid or Hinder Communication

2011 Annette Veech, PhD

Recognition, Reward, or Blame?



Effective Communication – Movie Clip

- *The award-winning 1980 movie **Ordinary People** depicts an upper middle class family in distress*
- *Eldest son Bucky (his mother's favorite), drowns in a boating accident; his brother Conrad survives the accident*
- *The mother is cold towards her remaining son; Conrad survives a suicide attempt; he subsequently spends time in a psychiatric hospital and is currently under the care of a psychiatrist*
- *The father desperately tries to keep the family together, and he tries to facilitate loving communication between his wife and son*

Effective Communication – Movie Clip

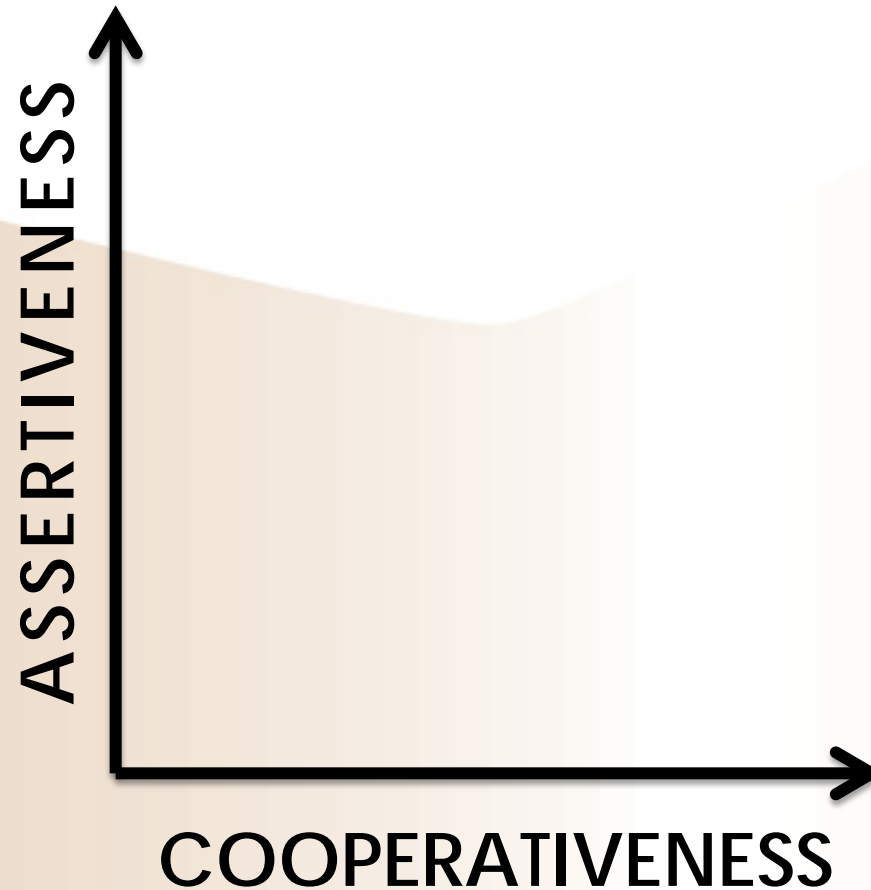
- *Let's refer back to the "Factors That Can Aid or Hinder Communication" chart*
- *Working in your small groups, use the chart's framework to identify some of the factors affecting the relationship and the communication issues between mother and son*
- *Think of how you may have experienced and/or been witness to how the environment surrounding a communication encounter has affected the outcome*
- *Report your learnings to the larger group*

Effective Communication – Conflict Management*

- *What is conflict?*
- *So, is conflict inevitable?*
- *At inception, is conflict, neutral, positive, or negative?*
- *Can effective communication occur in the midst of conflict?*

*Conflict can promote problem-solving, perspective, communication, paradigm shift, growth, **or** inefficiencies, relationship issues, frustration*

Two Underlying Dimensions of Conflict-Handling Behaviors



Two Underlying Dimensions of Conflict-Handling Behaviors



Conflict Modes

- **Compromising** – Moderate assertiveness and cooperativeness; finds an expedient, mutually acceptable solution that satisfies all
- **Avoidance** – Unassertive and uncooperative; neither pursues own concerns or those of others; does not address the conflict; sidesteps, postpones or withdraws
- **Collaborative** – Assertive and cooperative; works with others to create a resolution; digs into an issue to pinpoint underlying needs/wants

Conflict Modes

- **Competing** – Assertive and uncooperative; pursues own concerns at expense of others using whatever power needed to win position
- **Accommodating** – Unassertive and cooperative; neglects own concerns to satisfy others, element of self-sacrifice

Conflict Management Modes

8 Key Attributes of a Conflict Situation

- *Is there overwhelming stress?*
- *Is the conflict simple or complex?*
- *How important is the topic (and to whom)?*
- *Is there sufficient time?*
- *Is there sufficient trust?*
- *Are good listening and communication skills present?*
- *Does culture encourage sharing of needs/concerns?*
- *Is relationship important?*

Conflict Management Modes

The Best Approach to Conflict Management

- *Know that you have all five modes available to you at all times*
- *Develop the ability to assess the eight key attributes of a conflict situation*
- *Enact the chosen mode with care, sensitivity, and respect*
- *Switch to a different mode as the attributes of a situation change*
- *Continue to improve your listening and communication skills – and your ability to engender trust*

Effective Communication Streamlined Competency Model*

- *Lead by demonstrating expectations*
 - *Plan ahead to manage risk*
 - *Assess stakeholders' perspectives (logical vs. emotional)*
 - *Explain logic behind critical thinking, so all envision "one" outcome*
- *Communicate strategically*
 - *Focus on observable behaviors; avoid references to "attitude"*
 - *Listen actively without building defense; rephrase others' perspectives*
 - *Use active voice for action; passive voice for bad news*

*2011 Annette Veech, PhD

Effective Communication Streamlined Competency Model*

- *Manage the difficult moments*
 - *Clarify purpose and intended outcomes*
 - *Acknowledge feelings; ask variations of “five whys”*
 - *Reiterate, precisely and concisely, benefits of next steps and outcomes*

*2011 Annette Veech, PhD

Practice

Role Play

- *Because of a water main failure in your building, most of the classrooms are out of service*
- *This causes stress and turmoil because two faculty members have final exams scheduled for the entire day tomorrow, and there is only one classroom available*
- *The Division Chief calls a meeting to discuss and resolve*

Ideas for Communicating Precisely and Concisely

Structure What You Have to Say

- Compare to similar information
- Present new information
- “Chunk” the information
- State the most important information first
- Frame
- Use “five hat racks” (category, time, location, alpha, continuum)

Plan to Increase Retention

- Simplicity
- Surprise
- Concreteness
- Credibility
- Emotion
- Story
- von Restorff Effect (position unique words, concepts, images at critical points)

Manage Expectations

- Cost-benefit, from all perspectives
- Ockham’s Razor (use the simplest design)
- Scarcity (exclusive information; limited access, time or number; suddenness)

Prepare for Objections

- Be aware of cognitive dissonance (mental discomfort causes people to reduce the importance or add their own spin)
- Apply progressive disclosure (offer details in layers, to avoid overload)

Sources: *Universal Principles of Design*, by W. Lidwell, K. Holden, & J. Butler. The first six points in column two are drawn from Malcolm Gladwell’s *The Tipping Point*

Wrap-up

- *Words matter – choose them wisely (what you say)*
- *Tone matters – match tone to the situation (how you say it)*
- *Your reaction matters – response should be geared towards productive outcomes*
- *Conflict is inevitable – manage it, use most appropriate mode*
- *Seek to understand the environment – generally, there is a lot going on beyond the conversation*

Effective Communication

➤ Today I learned . . .

Back-Up Charts

Conflict Management Modes

When to use *Avoiding*

- *Stress is overwhelming*
- *Problem is simple*
- *Problem is not important*
- *There is not much time*
- *Interactions are ineffective*
- *Low levels of trust and a negative culture are present*
- *The reward system doesn't foster cooperation and teamwork*
- *People don't care about the relationship*

Conflict Management Modes

When to use *Collaborating*

- *Stress is stimulating*
- *Problem is complex*
- *Problem is important*
- *There is time*
- *Interactions are effective*
- *High levels of trust*
- *Reward system actively fosters cooperation and teamwork*
- *Relationships are important*

Conflict Management Modes

When to use *Compromise*

- *Moderate stress*
- *Simple/complex*
- *Minimum to moderate important*
- *Enough time*
- *Sufficient trust*
- *Good listening and communication skills*
- *Culture important*
- *Relationship important*

Conflict Management Modes

*When to use **Competing***

- *High stress*
- *Problem more complex*
- *Very high importance*
- *Limited/finite time*
- *Neutral trust*
- *Not a culture of sharing*
- *Relationship not as important*

Conflict Management Modes

When to use *Accommodating*

- *Stress by the other*
- *Conflict simple*
- *Topic important to other*
- *Limited time*
- *Trust is sufficient*
- *Communication present*
- *Culture open*
- *Relationship important*